Midcareer Executive Development Course (MEDC) No. 29

13 June - 23 July 1971

COURSE REPORT

I. General

The 29th Midcareer Course was conducted during the period 13 June through 23 July 1971. The course received almost unanimous praise from the Midcareerists in terms of overall value, content and administrative handling.

In general, this course ran very smoothly even though a good portion of it was run during prime vacation time. Only a few speaker substitutions had to be made during the ████████ phase of the course.

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II. Opening and Closing of the Course

Once again the Executive Director-Comptroller delivered the Welcoming Remarks to the class in place of General Robert Cushman, who was out of the country. Col. White limited himself to a few general remarks appropriate for the occasion since he was scheduled for a session with the group later on in the course.

On the last day of the course the Director appeared for a half hour question and answer period as has been his custom in the Midcareer Course. In closing out the 29th MEDC Mr. Helms expressed the hope that the students had all benefited from the course and wished them well for the future.

III. Phase I (Managerial Grid)

Twenty-eight of the 34 students in the class participated in the Managerial Grid. Most of the students felt that the time was well spent and the week provided an opportunity to examine their own managerial styles and to learn how these styles were viewed by their classmates.

IV. Phase II (The Agency and the Intelligence Community)

The students rated as the best in Phase II the following speakers: Bruce Clarke, John Maury, Arthur Lundahl, ███████████ Hugh Cunningham, ████████████████ ████████████████████████, John McMahon and Howard Osborn. Receiving negative comments were ████████████████████████████████ The S&T effort once again suffered from the absence of its Deputy Director but was nevertheless a distinct improvement over the two previous runnings. We were able to arrange for Carl Duckett to speak to the class later at Headquarters, which was very much appreciated by the group.

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25X1A

25X1A

As in previous courses the students found the informal evening discussions most valuable. The students made special mention of the following guest speakers as particularly effective in these discussions: John Maury, Edward Proctor, Thomas Karamessines, Hugh Cunningham, Bruce Clarke and ███████████ 25X1A

The class met with the Executive Director-Comptroller at the Executive Dining Room at Headquarters for a reception followed by an informal discussion. The students commented that the session with Col. White was outstanding and contributed significantly to the value of the course.

The Midcareerists visited the National Photographic Interpretation Center ████████████ and the Technical Services Division ████████████ The briefings and tours conducted at these two installations are considered to be highlights of Phase II by class after class. This class was no exception.

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V.   Phase III (The U.S. Government and World Affairs)

        In Phase III the students singled out the following speakers
as outstanding: Professor Richard Walker, University of South
Carolina, who spoke on "Communist China and Japan";
James Bostain, Foreign Service Institute on "How to Read a
Foreigner"; Assistant Secretary of State Marshall Green on
"Current Developments and Problems Facing the U.S. Government
in Southeast Asia"; Hyman Bookbinder, former Deputy Director,
Office of Economic Opportunity, on "The Urban Crisis in the
United States"; and Richard Scammon, Director, Elections
Research Center, who discussed "American Politics in the 1970's. "
Appearing as the Final Speaker in Phase III was Professor
Samuel Proctor, Rutgers University. His presentation on
"Black Problems" and the discussion which followed was
considered by many to be one of the very best sessions in the
course.

        Installations visited during the Field Trip in the final week
of the course were the 351st Strategic Missile Wing, Whiteman
AFB, Missouri; Headquarters, NORAD, Colorado Springs,
Colorado; and Headquarters, CINCLANT, Norfolk, Virginia.
The majority of the students found the Trip, as a whole, worth-
while and rewarding.

25X1A

Next 1 Page(s) In Document Exempt

SECRET

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 29
(OTR #5-71)

13 - 18 June 1971

SECRET

SECRET

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 29

CHIEF	:	████████████████	25X1A
		Ext. 2243 or 2826	
ASSOCIATE	:	████████████████	25X1A
		Ext. 2243 or 2826	
TRAINING ASSISTANT:		████████████████	25X1A
		Ext. 2243 or 2826	

SECRET

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SECRET

WEDNESDAY, 9 June 1971
(Director's Conference Room, 7D-64)

INTRODUCTION TO THE COURSE

1300   Registration

1315-1415   Introduction to the Course

▮▮▮▮▮▮▮ 25X1A
Chief, Midcareer
Executive Development
Course, SUS/OTR

▮▮▮▮▮▮▮ 25X1A
Midcareer Executive
Development Course,
SUS/OTR

1430   Welcoming Address

        Col. L. K. White
        Executive Director-Comptroller

1500   Special Clearance Briefings

▮▮▮▮▮▮▮ 25X1A
Security Officer, OTR

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MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 29

THE MANAGERIAL GRID

Sunday, 13 June 1971

through

Friday, 18 June 1971
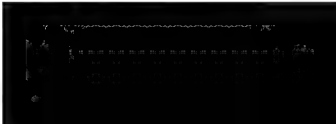
25X1A

S E C R E T

SUNDAY, 13 June 1971

1530	███████████████████████	25X1A
1615	Convene in Conference Room (CR-11)	
	Welcoming Remarks	25X1A
	Security Briefing	25X1A
1700	Reception ██████	
1800	Dinner	
1900-1930	General Session: Introduction to Seminar, Introduction to Grid Concepts Activity (CR-11)	
1930-2130	Team Activity: Grid Concepts Activity	
2130-2200	General Session: Scoring	

25X1A

S E C R E T

MONDAY, 14 June 1971

0800-0815	General Session: Lecture, "Start-Pathway-Goal" Introduction to Critique
0815-1000	Team Activity: Critique
1000-1030	Team Activity: Complete and Post Wall Charts
1030-1200	General Session: Film and Lecture: "The Managerial Grid"
1200	Lunch
1300-1315	General Session: Introduction to ███████ Activity 25X1A
1315-1630	Team Activity: ███████ 25X1A
1630-1700	General Session: Scoring
1700	Dinner
1900-1915	General Session: Introduction to ████ ████ Critique 25X1A
1915	Team Activity: Critique

25X1A

TUESDAY, 15 June 1971

25X1A

0800-0830	General Session: Newsprint exchange on ▮▮▮▮▮▮▮ Critique	
0830-0845	General Session: Introduction to Team/ Committee Action Activity	
0845-1200	Team Activity: Step 1: Developing team solution for Team/Committee Action	
1200	Lunch	
1300-1400	Team Activity: Step 2: Critique Complete Wall Charts	
1400-1415	General Session: Introduction to Pair Discussions	
1415-1515	Step 3: Pair Discussions	
1515-1615	General Session: Step 4: Summarize point allocations Lecture: "Managing Intergroup Conflict" Introduction to Steps 5 and 6	
1615-1700	Step 5: Pair Discussions: Critique of pair member's Grid Styles	
1700	Dinner	
1900	Team Activity: Step 6: Critique	

WEDNESDAY, 16 June 1971

0800-0830	General Session: Newsprint exchange on Team/Committee Critique
0830-0845	General Session: Introduction to 12 Angry Men Activity
0845-1030	Film: 12 Angry Men
1030-1115	Step 1: Individual Work: Judgments of Managerial Styles of 12 Angry Men Characters
1115-1200	Step 2: Team Activity: Judging Managerial Styles of 12 Angry Men Characters
1200	Lunch
1300-1445	Team Activity: Complete Step 2
1445-1515	General Session: Step 3: Individual and Team Scoring of 12 Angry Men Introduction to Step 4
1515-1700	Team Activity: Step 4: Critique
1700	Dinner
1900-1915	General Session: Lecture: Organization Culture Concepts Introduction to Ideal Organization Culture Activity
1915	Team Activity: Ideal Organization Culture

THURSDAY, 17 June 1971

0800-0830	General Session : Introduction to Personal Feedback
0830-1000	Team Activity
1015-1045	General Session: Exchange on Procedures and Progress
1045-1700	Team Activity
1700	Dinner
1900-1945	General Session: Individual Completion of Managerial Values
1945-2000	General Session: Introduction to Analyzing Organization Culture
2000	Team Activity: Analyzing Organization Culture

FRIDAY, 18 June 1971

0800-0930	Team Activity (Cont.): Analyzing Organization Culture (Prepare Newsprint on 7 Barriers)
0930-1100	General Session: Newsprint Exchange
1100-1120	General Session: Feedback on Ideal/Actual Organization Culture, Managerial Values, Personal Grid Styles
1120-1200	General Session: Lecture, "Organization Development"
1200-1215	General Session: Summation of Seminar
1215	Lunch
1300	Briefing for Phase II
1430	ETD for Drivers and Passengers

S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 29

PHASE II

THE AGENCY

AND

THE INTELLIGENCE COMMUNITY

Monday, 21 June through Friday, 2 July 1971

25X1A

Tuesday, 6 July, and Wednesday, 7 July

at Headquarters Building

Room 1A-07

SECRET

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 29

CHIEF   :   25X1A

Ext. 2243 or 2826

ASSOCIATE   :   25X1A

Ext. 2243 or 2826

TRAINING ASSISTANT: 25X1A

Ext. 2243 or 2826

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S E C R E T

MONDAY, 21 June 1971

███████████████████████   25X1A

0900	Convene in Classroom (CR-11)	
0915-0945	Administrative Time and Reading Period	
0945-1045	"The Agency and the Intelligence Community -- Developments and Problems"	Hugh Cunningham Director of Training
1100-1200	Question Period	
1215	Lunch	
1315-1400	Group Introductions	
1415-1500	"CIA's Legal Activities"	Lawrence Houston General Counsel
1500-1515	Question Period	
1530-1615	"The Agency's Relationship to the Congress"	John Maury Legislative Counsel
1615-1630	Question Period	
1830	Dinner	
1930-2130	Informal Discussion ████████	Hugh Cunningham Lawrence Houston John Maury

25X1A

S E C R E T

SECRET

TUESDAY, 22 June 1971

[REDACTED]   25X1A

0800-0900	Reading Period	
0900-0940	Film: "National Intelligence Estimates"	Theater

0945-1045   First Seminar Period:

Group I - "National Intelligence Estimates (CR-14A)"	[REDACTED] 25X1A Chief, Estimates Staff, Office of National Estimates
Group II - "Economic Intelligence (CR-14B)"	[REDACTED] 25X1A Deputy Director, Office of Economic Research

1055-1155   Second Seminar Period:

Group I - "Economic Intelligence (CR-14B)"

Group II - "National Intelligence Estimates (CR-14A)"

[REDACTED]   25X1A

1200	Bus to [REDACTED]	25X1A
1215	Buffet [REDACTED]	
1300-1430	Informal Discussion with the Deputy Director for Intelligence	Edward Proctor
1435	Bus Returns to Admin Building	
1445-1530	"CIA's Current Intelligence Role"	[REDACTED] 25X1A Chief, Far East Division, Office of Current Intelligence
1530-1545	Question Period	

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TUESDAY, 22 June 1971
(Continued)

1600-1645	"The Agency's Responsibility in Strategic Research"	Bruce Clarke Director of Strategic Research
1645-1700	Question Period	
1830	Dinner	
1930-2130	Informal Discussion	

25X1A

25X1A

Bruce Clarke

SECRET

S E C R E T

WEDNESDAY, 23 June 1971

█████████████████████████████████

Time	Topic	Speaker
0815-0915	███████████████████████████████████	
0930-1020	"The Central Reference Service"	Harry Eisenbeiss Director, Central Reference Service
1030-1120	███████████████████████████████████	
1130-1230	Informal Discussion ████████████	████████████ Harry Eisenbeiss ████████████
1245	Lunch	
1330-1430	"Vietnam, Laos and Cambodia"	████████████████ Special Assistant to the Deputy Director for Vietnam Affairs
1430-1445	Question Period	
1500-1545	"The Evaluation of National Intelligence Programs and the Agency's Relationship to the PFIAB"	████████████████ Assistant Deputy for National Intelligence Programs Evaluation
1545-1600	Question Period	
1615-1645	Individual Presentation	
1830	Dinner	

S E C R E T

THURSDAY, 24 June 1971

█████████████████████████████████   25X1A

0800-0930	Individual Presentations	
0945-1100	"Field Station Activities"	████████████ 25X1A
1100-1130	Question Period	
1200	Lunch	
1300-1330	Individual Presentation	
1345-1445	"Target: Soviet Bloc"	████████████ 25X1A
		Soviet Bloc Division
1445-1515	Question Period	
1530-1615	"Target: China"	████████████ 25X1A
1615-1645	Question Period	
1830	Dinner	
1930-2130	Informal Discussion	████████████ 25X1A

25X1A

S E C R E T

FRIDAY, 25 June 1971

25X1A

0800-0830	Individual Presentation
0845-1145	CASE HISTORY

25X1A

1200	Lunch
1245-1430	CASE HISTORY

25X1A

1445	ETD for Drivers and Passengers

S E C R E T

S E C R E T

MONDAY, 28 June 1971

█████████████████████████████)   25X1A

0850	Convene In Classroom (CR-11)	
0900-0930	Individual Presenation	

25X1A   0945-1030   ████████████████   ████████████████████████ 25X1A

1030-1045	Question Period	
1100-1230	"Counter-Intelligence" Presentation and Question Period ████████	████████████ 25X1A Deputy Chief, Counter Intelligence Staff

25X1A

1245	Lunch	
1330-1415	"Problems of Cover: Present Programs and Future Plans"	██████████████ 25X1A Chief, Central Cover Staff
1415-1430	Question Period	
1445-1700	CASE HISTORY	████████████ 25X1A Soviet Bloc Division

████████████████████████ 25X1A

1800	Dinner	
1930-2130	Informal Discussion with Deputy Director for Plans	Thomas Karamessines

S E C R E T

S E C R E T

TUESDAY, 29 June 1971

25X1A

0800-0930	Individual Presentations	
0940	Assemble in Arena "B"	
0945-1045	"The Role of Science and Technology in CIA"	███████ Executive Officer, DDS&T 25X1A
1045-1100	Question Period	
1115-1145	"The Agency's Research and Development Program"	███████ Dep. Director of Research and Development 25X1A
1145-1200	Question Period	
1215	Lunch	
1300-1330	"The Agency's Computer Services"	John Iams Director of Computer Services
1330-1345	Question Period	
1400-1430	"ELINT Activities"	John McMahon Deputy Director of ELINT
1430-1445	Question Period	
1500-1530	"Scientific Intelligence"	███████ Dep. Director of Scientific Intelligence 25X1A
1530-1545	Question Period	
1600-1630	"Foreign Missile and Space Analysis"	███████ Deputy Director of Foreign Missile and Space Analysis (FMSAC) 25X1A
1630-1645	Question Period	

S E C R E T

S E C R E T

25X1A

| 1645-1700 | Closing Remarks | | 25X1A |

25X1A | 1930-2130 | Informal Discussion | | 25X1A |

John Iams
John McMahon

25X1A

S E C R E T

SECRET

WEDNESDAY, 30 June 1971

██████████████████████)   25X1A

0800-0930	Individual Presentations	
0945-1030	"The Support Services"	Robert Wattles Assistant Deputy Director for Support
1030-1045	Question Period	
1100-1145	"Security Considerations in Accomplishing the Agency's Mission"	Howard Osborn Director of Security
1145-1200	Question Period	
1215	Lunch	
1315-1415	Individual Presentations	
1430-1515	"The Nature and Scope of Training Support"	████████████ 25X1A Deputy Director of Training
1515-1530	Question Period	
1545-1630	"Personnel Problems"	Harry Fisher Director of Personnel
1630-1645	Question Period	
1830	Dinner	
1930-2130	Informal Discussion ████████████	Robert Wattles _____ ████████████ 25X1A Harry Fisher

25X1A

SECRET

S E C R E T

THURSDAY, 1 July 1971

█████████████████████████)

25X1A

Time	Event	
0800-0930	Individual Presentations	
0945-1030	"Financial Management"	Lester Bush Director of Finance
1030-1045	Question Period	
1100-1145	PANEL: "The Agency's Medical Services"	John Tietjen Director of Medical Services

███████████ 25X1A
Chief, Psychological
Services Staff, OMS

███████████ 25X1A
Deputy Chief,
Operations Division,
OMS

███████████ 25X1A
Psychiatric Staff, OMS

███████████████ 25X1A
Chief, Field Support
Staff, OMS

25X1A

Time	Event	
1150	Bus to ████████	
1210	Buffet ███	
1250-1345	Informal Discussion with Medical Services Panel	
1350	Bus to ████████	
1400-1445	"Logistical Support of the Agency's Activities"	Deputy Director of Logistics 25X1A
1445-1500	Question Period	

S E C R E T

SECRET

<u>THURSDAY, 1 July 1971</u>
(Continued)

1515-1610	"Developments in Technical Communications"	██████████ Chief, Staff Communications Division, Office of Communications	25X1A
1615-1715	Demonstration of Equipment and Question Period	████████	25X1A
1830	Dinner		25X1A
1930-2130	Informal Discussion ████	Lester Bush ████	25X1A

25X1A

25X1A

SECRET

S E C R E T

FRIDAY, 2 July 1971

████████████████████████████ 25X1A

0800-0930	Individual Presentations	
0945-1030	"The Role of the United States Intelligence Board (USIB)"	██████████████ 25X1A Executive Secretary to the United States Intelligence Board
1030-1045	Question Period	
1100-1200	"Special Operations"	████████████████ 25X1A
1200-1215	Question Period	
1230	Lunch	
1315-1345	Administrative Time	
1400	ETD for Drivers and Passengers	

S E C R E T

S E C R E T

MONDAY, 5 July 1971

H - O - L - I - D - A - Y

S E C R E T

S E C R E T

TUESDAY, 6 July 1971
(At Headquarters)

0730	Convene at Headquarters: Front of Auditorium	
0740	Bus Departs for ███████	25X1A
0820	Bus Arrives at ███████	
0830-1345	"Technical Services in Support of Operations"	███████ 25X1A Deputy Chief, Technical Services Division
	Presentations -- Tours and Working Luncheon	███████ 25X1A Chief of Operations, TSD
		███████ 25X1A Chief, Development and Engineering, TSD
1350	Bus Departs from ███████ for Headquarters	25X1A
1425	Bus Arrives at Headquarters	
1430	Convene in Classroom (1A-07)	
1430-1500	Administrative Time: ███████ Accounting	25X1A
1500-1545	"The Defense Intelligence Agency" ███████	25X1A Deputy Director for Estimates, Defense Intelligence Agency
1545-1630	Question Period	

S E C R E T

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE (MEDC)

NO. 29

PHASE III

THE UNITED STATES GOVERNMENT

AND

WORLD AFFAIRS

Wednesday, 7 July 1971 - Friday, 16 July 1971
Room 1A-07, Headquarters

Sunday, 18 July - Thursday, 22 July 1971 - FIELD TRIP

Friday, 23 July 1971 - USIB Conference Room (7E-26)

SECRET

MIDCAREER

EXECUTIVE DEVELOPMENT COURSE

NO. 29

CHIEF	:		25X1A
		Ext. 2243 or 2826	
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S E C R E T

WEDNESDAY, 7 July 1971
(Room 1A-07, Headquarters)

0845-0915   Individual Presentation

0930-1045   "U.S. Foreign Policy Towards   Ernest Lefever
             the Third World"   Senior Fellow,
                                                     Brookings Institute,
                                                     Washington, D.C.

1045-1200   Question Period

1215   Lunch

In the USIB Conference Room
(7E-26, Headquarters)

1315-1345   Critique and Reading Period

1345-1415   Individual Presentation

1430-1530   "Current Developments and   The Honorable
             Problems Facing the U.S.   Marshall Green
             Government in East Asia"   Assistant Secretary of
                                                    State for East Asian
                                                    Affairs, Department
                                                    of State

1530-1600   Question Period

1615-1645   Individual Presentation

1730-1930   Reception in Executive Dining   Col. L.K. White
             Room for Executive Director-
             Comptroller: Informal
             Discussion

S E C R E T

SECRET

THURSDAY, 8 July 1971
(Room 1A-07, Headquarters)

0845-0945	Individual Presentations	
1000-1200	"How to Read a Foreigner"	James Bostain Scientific Linguist, Foreign Service Institute, Department of State
1215	Lunch	
1315-1345	Individual Presentation	
1400-1515	"Congressional Dynamics"	Charles Clapp Executive Office of the President, Special Assistant to the President (Formerly Legislative Assistant to Senators Leverett Saltonstall and John F. Kennedy)
1515-1630	Question Period	

SECRET

S E C R E T

FRIDAY, 9 July 1971
(Room 1A-07, Headquarters)

0845-0915	Individual Presentation		
0930-1030	"The National Security Agency"	███████ Deputy Assistant Director for Production, National Security Agency	25X1A
1030-1130	Question Period		
1145	Lunch		
1300-1415	"Systems Development Cycle"	███████ Office of Special Projects, S&T Directorate	25X1A
1430-1530	"Problems of the U.S. Press"	Charles Bartlett Washington Corres- pondent for the Chicago-Sun Times and Columnist for Publishers Hall Syndicate	
1530-1630	Question Period		

S E C R E T

S E C R E T

<u>MONDAY, 12 July 1971</u>
(Room 1A-07, Headquarters)

0830-0900	Reading and Critique Period	
0900-1100	"Communist China ███████	Richard Walker 25X6
		Director, Institute for International Studies, University of South Carolina
1100-1200	Question Period	
1215	Lunch	
1315-1345	Individual Presentation	

S E C R E T

S E C R E T

TUESDAY, 13 July 1971
(Room 1A-07, Headquarters)

0820-0850	Individual Presentation	
0900-1000	"The President's Use of the National Security Council"	Jeanne Davis Asst. to Brigadier General Haig
1000-1030	Question Period	
1045-1145	Individual Presentations	
1200	Lunch	
	Convene in USIB Conference Room (7E-26)	
1300-1415	"Planning and Programming in CIA"	███████████ 25X1A Dep.Director of Planning, Programming and Budgeting
1420-1450	Visit to the O/PPB Situation Room	
1500-1600	(USIB Conference Room) "Current Developments and Problems Facing the United States Government in Latin America"	The Honorable Charles Meyer Assistant Secretary of State for Inter-American Affairs, Department of State
1600-1630	Question Period	

S E C R E T

SECRET

WEDNESDAY, 14 July 1971
(Room 1A-07, Headquarters)

0820-0850   Individual Presentation

0900-1015   "The Urban Crisis in the   Hyman Bookbinder
               United States"   Director, Washington
                                                     Office, American
                                                     Jewish Committee,
                                                     (Former Assistant
                                                     Director to the Anti-
                                                     Poverty Program)

1015-1130   Question Period

1145   Lunch

1300-1330   Individual Presentation

1345-1500   "Soviet Strategic Capabilities"   Bruce Clarke
                                                     Director of Strategic
                                                     Research

1500-1545   Question Period

1600-1645   Field Trip Briefing   25X1A

SECRET

S E C R E T

THURSDAY, 15 July 1971
(At Headquarters)

Time	Activity		
0730	Convene at Headquarters: Front of Auditorium		
0740	Depart by Bus for ██████████		25X1A
0815	Arrive at ██████████		25X1A
0830-1025	"Developments in Photographic Intelligence"	Arthur Lundahl Director, National Photographic Interpretation Center	
1030-1125	Briefing and Tour of Imagery Exploitation Group		
1130	Lunch		
1215-1415	"The Imagery Analysis Service" Briefing and Tour	██████████ Director, Imagery Analysis Service	25X1A
1420	Depart by Bus for Headquarters		
1440	Arrive at Headquarters		
	Convene in Room 1A-07 Headquarters		
1500-1630	Management Advisory Group (MAG) Panel	Panel Members to be Announced	

S E C R E T

S E C R E T

FRIDAY, 16 July 1971
(Room 1A-07, Headquarters)

0830-0900	Critique Period	
0900-1000	"American Politics in the 1970's"	Richard Scammon Director, Elections Research Center, Washington, D.C.
1000-1100	Question Period	
1115-1215	CIA Operations Center Briefing and Tour (Group A) (Room 7F-33) Critique Period (Group B) (Room 1A-07)	██████████████ 25X1A Chief, CIA Operations Center
1230	Lunch	
1315-1415	CIA Operations Center Briefing and Tour (Group B) (Room 7F-33) Critique Period (Group A) (Room 1A-07)	██████████████ 25X1A
1430-1530	"The Middle East"	██████████████ 25X1A Professor of Inter- national Affairs, National War College (Former Chief, Middle East-Africa Division, Office of Current Intelligence, CIA)
1530-1630	Question Period	

S E C R E T

SECRET

FIELD TRIP SCHEDULE FOR MEDC NO. 29*

SUNDAY, 18 July 1971

1300	EDT	Convene at Headquarters (SW Entrance)
1315	EDT	Special Bus Leaves Headquarters for Andrews AFB
1430	EDT	Leave Andrews AFB for Whiteman AFB, Missouri
1700	CDT	Arrive Whiteman AFB

MONDAY, 19 July 1971

0800-1600	CDT	Briefings and Tours at the 351st Strategic Missile Wing, Whiteman AFB
1630	CDT	Leave Whiteman AFB for Colorado Springs, Colorado
1800	MDT	Arrive Peterson Field, Colorado Springs

TUESDAY, 20 July 1971

0800-1600	MDT	At NORAD Headquarters: Briefings

WEDNESDAY, 21 July 1971

0800-1100	MDT	At NORAD Headquarters: Briefings and Tour
1130	MDT	Leave Peterson Field for Norfolk, Virginia
1830	EDT	Arrive Norfolk, Virginia

THURSDAY, 22 July 1971

0830-1700	EDT	Briefings and Tours at CINCLANT Headquarters and Facilities
1745	EDT	Leave Norfolk for Andrews AFB
1845	EDT	Arrive Andrews AFB
1900	EDT	Special Bus Leaves Andrews AFB for Headquarters

*The above FIELD TRIP SCHEDULE is subject to confirmation during the week prior to the Field Trip flight.

SECRET

FRIDAY, 23 July 1971
(At Headquarters)

FINAL DAY

0900-1000	Convene in USIB Conference Room 7E-26 Field Trip Accounting Completion of All Course Critiques	
1000-1200		Carl Duckett Deputy Director for DDS&T
1215	Lunch	
1330-1445	"Black Problems"	Samuel Proctor Professor of Education, Rutgers University, New Brunswick, N. J.
1445-1545	Question Period	
1600-1645	Closing Remarks:	

Richard Helms
Director of Central Intelligence

1645	Award of Certificates	Hugh Cunningham Director of Training